



STATE OF LOUISIANA  
**Louisiana Workforce Commission**

REQUEST FOR PROPOSALS  
FOR  
**Strategic Communications Program**

**DATE**

**November 14, 2008**

**RFP Number: 474000111408**

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## **1.0 GENERAL INFORMATION**

### **1.1 Purpose**

The Louisiana Workforce Commission (herein referred to as the State and LWC) seeks proposals from marketing, communications, public relations and advertising firms and/or consortia of these firms to execute the LWC's strategic communication plan.

### **1.2 Background**

The Louisiana Workforce Commission is responsible for leading the development of a comprehensive, demand-driven system of workforce development that grows the number of people participating in the Louisiana workforce and aligns both the skill sets of job seekers and workforce training programs with the needs of business and industry.

LWC's press secretary and public relations unit oversee and manage all aspects of the LWC brand and its external communications and marketing outreach efforts and campaigns to engage business and industry and jobseekers. LWC's specific purposes for engaging in these communications and marketing activities are to:

- a. Recruit participants for the training programs offered through the LWC and its partner agencies and which are responsive to employer demands.
- b. Inform the LWC's primary stakeholders, including employers, job seekers, education leaders and economic development leaders about progress implementing the comprehensive workforce development reform legislation enacted in July, as well as the results achieved and opportunities created for businesses and job seekers as a result of the reforms.
- c. Recruit job-ready candidates from out of Louisiana to fill vacant jobs in Louisiana which businesses have not been able to fill with the available in-state workforce.
- d. Provide messaging and coordination in support of LWC's separate involvement of non-profit community and faith-based organizations to engage Louisianans who are not fully engaged in the workforce.

### **1.3 Scope of Services**

As detailed in Attachment 1, the contractor will execute all portions of LWC's strategic communications plan that are beyond the scope or capacity of the LWC's own staff to implement. This will entail:

- a. Producing or assisting in the strategic development, creation and production of print, audiovisual, radio, video/DVD, web and electronic marketing pieces and displays.
- b. Media placement.
- c. Assistance in the development and source identification of promotional items.
- d. Assistance with the logistics and coordination of special events.
- e. Advice and counsel to LWC on matters related to marketing and communications.

## **2.0 ADMINISTRATIVE INFORMATION**

### **2.1 Expected Time Period for Contract**

The period of any contract resulting from this RFP will be for an initial period running from contract signing through June 30, 2009. The contract will contain provisions for up to two one-year renewals, at the option of the LWC.

### **2.2 RFP Coordinator**

Requests for copies of the RFP and written questions must be directed to the RFP Coordinator listed below.

Michelle Tickles, Contracts Office  
Louisiana Workforce Commission  
1001 North 23<sup>rd</sup> Street  
Post Office Box 94094  
Baton Rouge, LA 70804-9094

FAX: (225) 342-3182  
Office: (225) 342-3170  
Email: [mtickles@ldol.state.la.us](mailto:mtickles@ldol.state.la.us)

This link for the RFP is available [www.LaWORKS.net](http://www.LaWORKS.net) by accessing the procurement link or directly through <http://www.prd.doa.louisiana.gov/osp/lapac/pubmain.asp>, the State of Louisiana's Procurement and Contract Network (LaPAC), in Adobe's Portable Document Format (PDF) or in printed form by submitting a written request to the RFP Coordinator.

### **2.3 Proposer Inquiries**

The State will consider written proposer inquiries regarding RFP requirements or Scope of Services before the date specified in the Calendar of Events. The State reserves the right to modify the RFP should a change be identified that is in the best interest of the State.

To be considered, written inquiries and requests for clarification of the content of this RFP must be received at the above address or via fax at (225) 342-3182 or email at [mtickles@ldol.state.la.us](mailto:mtickles@ldol.state.la.us) by 4:00 p.m. CST on the date specified in the Schedule of Activities. Any and all questions directed to the RFP Coordinator will be deemed to require an official response. Official responses to each of the questions presented by the proposers will be posted by December 8, 2008 at [www.LaWORKS.net](http://www.LaWORKS.net) and at <http://www.prd.doa.louisiana.gov/osp/lapac/pubmain.asp>. Only Michelle Tickles has the authority to officially respond to proposer's questions on behalf of the State. Any communications from any other individuals are not binding to the State.

**NOTE:** (LaPAC is the State's online electronic bid posting and notification system resident on the State Purchasing website [[www.state.la.us/osp](http://www.state.la.us/osp)] and is available for Proposer self-enrollment. In that LaPAC provides an immediate e-mail notification to registered proposers that a solicitation and any subsequent addenda have been let and posted, notice and receipt thereof is considered formally given as of their respective dates of posting.

## 2.4 Calendar of Events

Event	Date
Publish RFP.....	November 14, 2008
Advertise RFP in the Advocate and other newspapers of general circulation... ..	November 17, 2008
Deadline for receiving proposer inquiries.....	December 1, 2008
Issue responses to proposer inquiries.....	December 8, 2008
Proposal submission deadline.....	December 15, 2008
Proposer presentations.....	January 5, 2009
Announce award of “Successful Proposer” .....	January 12, 2009
Contract execution.....	January 19, 2009

NOTE: The State of Louisiana reserves the right to amend and/or change this schedule of RFP activities, as it deems necessary.

## 2.5 Definitions

- **Agency** – Any department, commission, council, board, office, bureau, committee, institution, government, corporation, or other establishment of the executive branch of this State authorized to participate in any contract resulting from this solicitation
- **Contractor** - Any person, company, or organization having a contract with a governmental body
- **LWC** – Louisiana Workforce Commission
- **May/Can** - The terms “may” and “can” denote an advisory or permissible action
- **Must/Will** – The terms “must” and “will” denote the imperative
- **RFP** – Request for Proposal
- **Shall** - The term “shall” denotes the imperative
- **Should** - the term “should” denotes desirable
- **State** - The State of Louisiana

### **3.0 PROPOSAL INFORMATION**

#### **3.1 Proposal Response Location**

Proposers who are interested in providing consulting services under this RFP must submit a proposal containing the information specified in Section 4.0. The fully completed proposal with original signatures by an authorized representative must be received in hard copy (printed) version by the RFP Coordinator designated above by the deadline date specified in the Calendar of Events. Fax or e-mail submissions are not acceptable.

It is solely the responsibility of each proposer to assure that their proposal is delivered at the specified place and prior to the deadline for submission. Proposals, which for any reason are not so delivered, will not be considered for purposes of this RFP.

#### **3.2 Minimum Qualifications of Proposer**

The proposer must be staffed to perform at a minimum the following services:

- ✓ Strategic communications planning
- ✓ Creative development
- ✓ Web site design
- ✓ Paid media research, buying and management
- ✓ Project management
- ✓ Production management
- ✓ Public relations planning and management
- ✓ Consumer research/testing
- ✓ Account services and management

#### **3.3 Determination of Responsibility**

Determination of the proposer's responsibility relating to this RFP shall be made according to the standards set forth in LAC 34: 136. The State must find that the proposer:

- ✓ Has adequate financial resources for performance, or has the ability to obtain such resources as required during performance;
- ✓ Has the necessary experience, organization, technical qualifications, skills, and facilities, or has the ability to obtain them
- ✓ Is able to comply with the proposed or required time of delivery or performance schedule;
- ✓ Has a satisfactory record of integrity, judgment, and performance; and
- ✓ Is otherwise qualified and eligible to receive an award under applicable laws and regulations.

Proposers should ensure that their proposals contain sufficient information for the state to make its determination by presenting acceptable evidence of the above to perform the services called for by the contract.

#### **3.4 RFP Addenda**

State reserves the right to change the calendar of events or revise any part of the RFP by issuing an addendum to the RFP at any time.

### **3.5 Waiver of Administrative Informalities**

The State reserves the right, at its sole discretion, to waive administrative informalities contained in any proposal.

### **3.6 Proposal Rejection**

Issuance of this RFP in no way constitutes a commitment by the State to award a contract. The State reserves the right to accept or reject, in whole or part, all proposals submitted and/or cancel this announcement if it is determined to be in the State's best interest.

### **3.7 Withdrawal and Re-submission of Proposal**

A proposer may withdraw a proposal that has been submitted at any time up to the date and time the proposal is due. To accomplish this, a written request signed by the authorized representative of the proposer must be submitted to the RFP Coordinator.

### **3.8 Subcontracting Information**

The State shall have a single prime contractor as the result of any contract negotiation, and that prime contractor shall be responsible for all deliverables referenced in the RFP or proposal. This general requirement notwithstanding, proposers may enter into subcontractor arrangements, however proposer should acknowledge in their proposal total responsibility for the entire contract.

If the proposer intends to subcontract for portions of the work, the proposer should include specific designations of the tasks to be performed by the subcontractor. Information required of the proposer under the terms of this RFP is also required for each subcontractor.

Unless provided for in the contract with the State, the prime contractor shall not contract with any other party for furnishing any of the work and professional services herein contracted for without the express written approval of the State.

### **3.9 Ownership of Proposal**

All materials submitted in response to this request become the property of State. Selection or rejection of a proposal does not affect this right.

### **3.10 Proprietary Information**

Only information, which is in the nature of legitimate trade secrets or non-published financial data, may be deemed proprietary or confidential. Any material within a proposal identified as such must be clearly marked in the proposal and will be handled in accordance with the Louisiana Public Record Act, R.S. 44: 1-44 and applicable rules and regulations. Any proposal marked as confidential or proprietary in its entirety may be rejected without further consideration or recourse.

### **3.11 Cost of Preparing Proposals**

The State is not liable for any costs incurred by prospective proposers prior to issuance of or entering into a contract. Costs associated with developing the proposal, preparing for oral presentations, and any other expenses incurred by the proposer in responding to this RFP are entirely the responsibility of the proposer, and shall not be reimbursed in any manner by the State of Louisiana.

### **3.12 Errors and Omissions in Proposal**

The State will not be liable for any errors in proposals. The State reserves the right to make corrections or amendments due to errors identified in proposals by State or the proposer. The State, at its option, has the right to request clarification or additional information from the proposers.

### **3.13 Contract Award and Execution**

The State reserves the right to enter into a Contract without further discussion of the proposal submitted based on the initial offer received. The State reserves the right to contract for all or a partial list of services offered in the proposal.

The RFP and proposal of the selected proposer will become part of any contract initiated by the State. See Attachment IV.

The selected proposer will be expected to enter into a contract which is substantially the same as the sample contract included in Attachment IV. In no event is a Proposer to submit its own standard contract terms and conditions as a response to this RFP. The Proposer should submit with their proposal any exceptions or exact contract deviations that their firm wishes to negotiate. Negotiations may begin with the announcement of the selected proposer.

If the contract negotiation period exceeds 5 business days or if the selected Proposer fails to sign the final contract within 5 business days of delivery of it, the State reserves the right to cancel the award and award the contract to the next-highest-ranked Proposer.

### **3.14 Code of Ethics**

Proposers are responsible for determining that there will be no conflict or violation of the Ethics Code if their company is awarded the contract. Ethics issues are interpreted by the Louisiana Board of Ethics.



## **4.0 RESPONSE INSTRUCTIONS**

### **4.1 Proposal Submission**

Proposals must be received on or before 4:00 p.m. Central Daylight Savings Time on the date specified in the Calendar of Events. Proposers mailing their proposals should allow sufficient mail delivery time to ensure receipt of their proposal by the time specified. The proposal package must be delivered at the proposer's expense

For courier delivery, the street address is 1001 North 23<sup>rd</sup> Street, Baton Rouge, LA 70804-9094 and the telephone number is (225) 342-3170. It is solely the responsibility of each proposer to assure that their proposal is delivered at the specified place and prior to the deadline for submission. Proposals, which for any reason are not received timely, will not be considered.

The State requests that 5 copies of the proposal be submitted to the RFP Coordinator at the address specified. At least 2 copies of the proposal should contain original signatures; that copy should be clearly marked or differentiated from the other copies of the proposal.

This copy will be retained for incorporation by reference in any contract resulting from this RFP. The proposal must be signed by those company officials or agents duly authorized to sign proposals or contracts on behalf of the organization. A certified copy of a board resolution granting such authority should be submitted.

A cover letter should be submitted on the proposer's official business letterhead explaining the intent of the proposer.

Proposer should submit a proposal as specified in Attachment II which shall include enough information to satisfy evaluators that the Proposer has the appropriate experience, and qualifications to perform the scope of services as described herein. Proposer should respond to all areas requested.

### **4.2 Certification Statement**

The proposer must sign and submit the Certification Statement shown in Attachment IV.

## **5.0 EVALUATION AND SELECTION**

### **5.1 Evaluation Team**

The evaluation of proposals will be accomplished by an evaluation team, to be designated by the State, which will determine the proposal most responsive and advantageous to the state.

### **5.2 Administrative and Mandatory Screening**

All proposals will be reviewed to determine compliance with administrative and mandatory requirements as specified in the RFP. Proposals found not to be in compliance will be rejected from further consideration.

### **5.3 Evaluation and Review**

Proposals that pass the preliminary screening and mandatory requirements review will be evaluated based on information provided in the proposal. The evaluation will be conducted according to the following:

The Evaluation Team will evaluate and score the proposals using the criteria and scoring specified in the following table:

<b>Criteria</b>	<b>Maximum Score</b>
1. Background and experience	30
2. Personnel	30
3. Approach	10
4. Price:	30
a. Commission for "A" services (10 pts)	
b. Commission for broadcast production services (10 pts)	
c. Blended hourly rate (10 pts)	
<b>Total</b>	<b>100 Points</b>

For each price component, each proposer will receive a score computed as follows:

$$CS = (LPC/PC*10)$$

Where: CS = Computed cost score for Proposer

LPC = Lowest proposed cost of all Proposers

PC = Proposer's cost

The three proposers with the highest total scores (including ties) will advance to the final selection process. These proposers will make oral presentations to the Final Selection Committee; these presentations will include two previous (or current) marketing campaigns and discuss how the campaigns were developed and what results were achieved. They also must describe their approach to providing the services required in this RFP. The presentation must be made by the principals and personnel who will work on this account.

The Final Selection Committee will evaluate and score the proposers using the criteria and scoring specified in the following table:

Criteria	Maximum Score
The overall quality and creativity of the campaigns	25 points
The variety and appropriateness of the media and approaches (e.g. advertising vs. public relations) used	25
The apparent success of the campaigns in reaching their clients' goals	25
The overall quality and creativity of the presentation itself	25
<b>Total</b>	<b>100 Points</b>

Proposers that qualify for the presentation round will be notified of their selection two weeks in advance of the date they are to make their presentations. The presentations will be made in LWC's Baton Rouge office. Each proposer will have 15 minutes to set up equipment and a maximum of 45 minutes for their presentation.

The proposer receiving the highest rating in the final selection round will be recommended for award.

#### **5.4 Announcement of Contractor**

The State will notify the successful proposer and proceed to negotiate terms for final contract. Unsuccessful proposers will be notified in writing accordingly.

## **6.0 CONTRACTOR REQUIREMENTS**

### **6.1 Corporation Requirements**

If the contractor is a corporation not incorporated under the laws of the State of Louisiana, the contractor shall have obtained a certificate of authority pursuant to R. S. 12:301-302 from the Secretary of State of Louisiana prior to the execution of the contract.

If the contractor is a for-profit corporation whose stock is not publicly traded, the contractor shall ensure that a disclosure of ownership form has been properly filed with the Secretary of State of Louisiana.

### **6.2 Contract Terms & Conditions**

The Contractor will be required to enter into a Contract with the state that is basically the same as Attachment IV. Any changes to those terms will be negotiated if state law allows such negotiation.

### **6.3 Indemnification**

Neither party shall be liable for any delay or failure in performance beyond its control resulting from acts of God or force majeure. The parties shall use reasonable efforts to eliminate or minimize the effect

of such events upon performance of their respective duties under contract.

Contractor shall be fully liable for the actions of its agents, employees, partners or subcontractors and shall fully indemnify and hold harmless the State and its Authorized Users from suits, actions, damages and costs of every name and description relating to personal injury and damage to real or personal tangible property caused by Contractor, its agents, employees, partners or subcontractors, without limitation; provided, however, that the Contractor shall not indemnify for that portion of any claim, loss or damage arising hereunder due to the negligent act or failure to act of the State.

Contractor will indemnify, defend and hold the State and its Authorized Users harmless, without limitation, from and against any and all damages, expenses (including reasonable attorneys' fees), claims, judgments, liabilities and costs which may be finally assessed against the State in any action for infringement of a United States Letter Patent with respect to the Products furnished, or of any copyright, trademark, trade secret or intellectual property right, provided that the State shall give the Contractor: (i) prompt written notice of any action, claim or threat of infringement suit, or other suit, (ii) the opportunity to take over, settle or defend such action, claim or suit at Contractor's sole expense, and (iii) assistance in the defense of any such action at the expense of Contractor. Where a dispute or claim arises relative to a real or anticipated infringement, the State or its Authorized Users may require Contractor, at its sole expense, to submit such information and documentation, including formal patent attorney opinions, as the Commissioner of Administration shall require.

The Contractor shall not be obligated to indemnify that portion of a claim or dispute based upon: i) Authorized User's unauthorized modification or alteration of a Product; ii) Authorized User's use of the Product in combination with other products not furnished by Contractor; iii) Authorized User's use in other than the specified operating conditions and environment.

In addition to the foregoing, if the use of any item(s) or part(s) thereof shall be enjoined for any reason or if Contractor believes that it may be enjoined, Contractor shall have the right, at its own expense and sole discretion as the Authorized User's exclusive remedy to take action in the following order of precedence: (i) to procure for the State the right to continue using such item(s) or part (s) thereof, as applicable; (ii) to modify the component so that it becomes non-infringing equipment of at least equal quality and performance; or (iii) to replace said item(s) or part(s) thereof, as applicable, with non-infringing components of at least equal quality and performance, or (iv) if none of the foregoing is commercially reasonable, then provide monetary compensation to the State up to the dollar amount of the Contract.

For all other claims against the Contractor where liability is not otherwise set forth in the Contract as being "without limitation", and regardless of the basis on which the claim is made, Contractor's liability for direct damages, shall be the greater of \$100,000, the dollar amount of the Contract, or two (2) times the charges rendered by the Contractor under the Contract. Unless otherwise specifically enumerated herein or in the work order mutually agreed between the parties, neither party shall be liable to the other for special, indirect or consequential damages, including lost data or records (unless the Contractor is required to back-up the data or records as part of the work plan), even if the party has been advised of the possibility of such damages. Neither party shall be liable for lost profits, lost revenue or lost institutional operating savings.

The State and Authorized User may, in addition to other remedies available to them at law or equity and upon notice to the Contractor, retain such monies from amounts due Contractor, or may proceed against

the performance and payment bond, if any, as may be necessary to satisfy any claim for damages, penalties, costs and the like asserted by or against them.

# **ATTACHMENT I**

## **SCOPE OF SERVICES**

### **FUNCTIONAL AND TECHNICAL REQUIREMENTS**

#### **“A” Services (compensated by media commission)**

1. Refine the communications tactics identified in the LWC strategic communications plan as conditions and needs change, to assure that LWC goals and objectives will be met.
2. Develop concepts, themes, layouts, messaging and copy for print, web, outdoor and broadcast communications.
3. Place advertising on behalf of LWC.
4. Pay media outlets on behalf of LWC.
5. Verify media, production and vendor invoices.
6. Provide all necessary documentation to support invoices.
7. Supervise all “A” services.

#### **“B” Services (compensated hourly, if and as needed)**

1. Work with community and faith-based organizations to develop tools and messaging necessary to support their mission of fully engaging underserved populations in the workforce.
2. Prepare finished copy for advertisements and web sites which do not require media buys, brochures, high-quality presentations (Flash, Director), talking points, speeches, films, DVDs and videos as directed.
3. Prepare mock-ups and finished layouts for the above items as directed.
4. Acquire professional-quality photography and other materials required to execute above items.
5. Design, supervise production and assist with approval process for ready-to-print artwork for all marketing pieces.
6. Design and supervise production of trade show/recruitment event booths, presentations, DVDs, films, videos, radio spots and other electronic art and materials.
7. Design and conduct direct-mail programs.
8. Assist with execution of active and responsive strategic PR program.
9. Develop, design and conduct special promotions as directed.
10. Initiate and help to manage an advertising response program.
11. Coordinate and direct logistics of special events and conferences.
12. Conduct other communications and marketing-related programs and project management services as requested to support a small internal staff.
13. Supervise all “B” services

## **ATTACHMENT II**

### **PROPOSAL INFORMATION**

1. Identification of proposer

- a. Name of proposer (if consortium, names of consortium members and prime contractor), with addresses, phone and fax numbers, e-mail addresses and web addresses.
- b. If proposer is a consortium, include an organization chart of the consortium that clearly identifies the prime contractor and all other members, the reporting relationships among them and the roles of each member.
- c. Brief statement (no more than 200 words) of why the proposer feels it should be considered for the LWC account.

2. Corporate Background and Experience

The background and experience of the firms that constitute the proposer are important, but the background and experience of the principals who will lead this account and of their personnel who will work on it are critical.

- a. Current client list.
- b. Names and descriptions of accounts similar to this one, which the proposer or its active principals have handled in the past or are currently handling. Descriptions should include dates of service.
- c. At least three references for each firm comprising the proposer, including name of client, primary contact with phone number, dates of services, description of services and contract dollar value.
- d. Samples (up to four) of what the proposer considers to be its best print ads. Ads must have actually run; publication name and run date required; maximum one paragraph objective or description optional. Only one copy of each required; may submit printout or duplicate of ad if submitting more than one copy.
- e. Samples (up to four) of what the proposer considers to be its best printed promotional pieces. Pieces must have been produced; distribution vehicle and date information required; maximum one paragraph objective or description optional. Only one copy of each required.
- f. Samples (up to four) of what the proposer considers to be its best television or DVD production. Submission should be in DVD format. Only one copy of each required.
- g. Samples (up to four) of electronic marketing work, such as web page content and design or e-mail newsletters.

4. Proposed Project Staff

- a. Number and names of proposer's employees by function (creative, production, media, accounting, administration, etc.). Include organization chart.
- b. Names of key personnel and brief professional background of each (Note: LWC has final approval of personnel assigned to its account.)

- c. If proposer is a consortium, include this information for each member.

5. Approach and Methodology

- a. Description of proposer's strategy for successfully completing all the requirements of this contract. This should include the proposers approach to customer service and interacting with staff at various levels of the LWC or its stakeholders.

6. Pricing

- a. Proposer's commission to be charged on paid media placements for the following components of the attached Strategic Communications Plan:
  - i. Campaign Two – Recruitment Campaign.
  - ii. Campaign Three – Solutions Campaign.
  - iii. Campaign Four – Come Home Campaign

LWC considers that the commission charged will completely compensate proposer for "A" Services listed in Attachment I when carried out as part of Campaigns Two through Four. To enable the LWC to fairly compare bids, assume a media budget of \$200,000 per campaign.

- b. Proposer's commission to be charged on radio and television production costs associated with Campaigns Two through Four. LWC considers this commission will completely compensate proposer for securing, supervising and paying production services vendors on behalf of LWC.
- c. Proposer's blended hourly rate for standard agency services, such as those listed below, as well as the "B" Services listed in Attachment I. For purposes of comparison, assume
  - i. Bids & estimates.
  - ii. Clerical.
  - iii. Account management.
  - iv. General communications consulting and planning.
  - v. Copy writing.
  - vi. Creative development.
  - vii. Design and layout.
  - viii. Events logistics and planning.
  - ix. Illustrations.
  - x. Photography.
  - xi. Production supervision.
  - xii. Project management.
  - xiii. PR writing.

7. Administrative Information

- a. Provide a completed Certification Statement as shown in Attachment III, Part B
- b. Discuss any suggested revisions to non-mandatory terms and conditions from Attachment VI, Consulting Services Contract.
- b. Financial statement or letter of good standing from proposer's principal bank.



### **ATTACHMENT III**

#### **CERTIFICATION STATEMENT**

The undersigned hereby acknowledges she/he has read and understands all requirements and specifications of the Request for Proposals (RFP), including attachments.

**OFFICIAL CONTACT.** The State requires that the proposer designate one person to receive all documents and the method in which the documents are best delivered. Identify the Contact name and fill in the information below: (Print Clearly):

Date: \_\_\_\_\_ Official Contact Name: \_\_\_\_\_

a. E-mail Address:

\_\_\_\_\_

b. Facsimile Number with area code: (\_\_\_\_) \_\_\_\_\_

c. US Mail Address:

\_\_\_\_\_

d. Telephone Number: (\_\_\_\_) \_\_\_\_\_

\_\_\_\_\_

Proposer certifies that the above information is true and grants permission to the State or Agencies to contact the above named person or otherwise verify the information I have provided.

By its submission of this proposal and authorized signature below, proposer certifies that:

- The information contained in its response to this RFP is accurate;
- Proposer complies with each of the mandatory requirements listed in the RFP and will meet or exceed the functional and technical requirements specified therein;
- Proposer accepts the procedures, evaluation criteria, contract terms and conditions, and all other administrative requirements set forth in this RFP.
- Proposer's quote is valid for at least one year from the date of proposer's signature below;
- Proposer understands that if selected as the successful proposer, he/she will have 5 business days from the date of delivery of final contract in which to complete contract negotiations, if any, and execute the final contract document.

Authorized Signature: \_\_\_\_\_

Typed or Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company Name:

\_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

- SIGNATURE of Proposer's Authorized Representative      DATE

## **ATTACHMENT IV**

### **CONSULTING SERVICES CONTRACT**

### **STATE OF LOUISIANA**

### **CONTRACT**

Be it known that, Louisiana, Louisiana Workforce Commission, hereinafter sometimes referred to as the "State", and \_\_\_\_\_, whose address is \_\_\_\_\_ hereinafter sometimes referred to as the "Contractor" or Consultant, do hereby enter into a contract under the following terms and conditions.

#### **1.0 SCOPE OF SERVICES**

##### **1.1 CONCISE DESCRIPTION OF SERVICES**

##### **1.2 STATEMENT OF WORK**

###### **1.2.1 INTRODUCTION**

This Statement of Work defines the tasks to be performed, the required deliverables, the completion criteria, estimated completion dates, the estimated cost for each Task Schedule; and establishes the responsibilities for accomplishing these tasks.

###### **1.2.2 GOALS AND OBJECTIVES**

###### **1.2.3 PERFORMANCE MEASURES**

The performance of the contract will be measured by the State Project Manager, authorized on behalf of the State, to evaluate the contractor's performance as against the criteria in the Statement of Work.

###### **1.2.4 MONITORING PLAN**

Will monitor the services provided by the **contractor** and the expenditure of funds under this contract. *[Name and Title or Position]* will be primarily responsible for the day-to-day contact with the **contractor** and day-to-day monitoring of the **contractor's** performance. The monitoring plan is the following:

###### **1.2.5 CONTRACTOR TASKS AND RESPONSIBILITIES**

## **1.2.6 DELIVERABLES**

The Contract will be considered complete when Contractor has delivered and State has accepted all deliverables specified in the Statement of Work. Deliverables will be as follows:

## **1.2.7 SUBSTITUTION OF KEY PERSONNEL**

The Contractor's personnel assigned to this Contract may not be replaced without the written consent of the State. Such consent shall not be unreasonably withheld or delayed provided an equally qualified replacement is offered. In the event that any State or Contractor personnel become unavailable due to resignation, illness, or other factors, excluding assignment to project outside this contract, outside of the State's or Contractor's reasonable control, as the case may be, the State or the Contractor, as the case may be, shall be responsible for providing an equally qualified replacement in time to avoid delays in completing tasks.

## **2.0 ADMINISTRATIVE REQUIREMENTS**

### **2.1 TERM OF CONTRACT**

This contract shall begin on \_\_\_\_\_ and shall end on \_\_\_\_\_.

### **2.2 STATE FURNISHED RESOURCES**

State shall appoint \_\_\_\_\_ as Project Coordinator for this Contract who will provide oversight of the activities conducted hereunder. Notwithstanding the Contractor's responsibility for management during the performance of this Contract, the assigned Project Coordinator shall be the principal point of contact on behalf of the State and will be the principal point of contact for Contractor concerning Contractor's performance under this Contract.

### **2.3 TAXES**

Contractor is responsible for payment of all applicable taxes from the funds to be received under this contract. Contractor's federal tax identification number is \_\_\_\_\_.

## **3.0 COMPENSATION AND MAXIMUM AMOUNT OF CONTRACT**

### **3.1 PAYMENT TERMS**

In consideration of the services required by this contract, State hereby agrees to pay to Contractor a maximum fee of \$ \_\_\_\_\_. Payments are predicated upon successful completion and written approval by the State of the described tasks and deliverables as provided in Section 1.0. Payments will be made to the Contractor after written acceptance by the State of the payment task and approval of an invoice. State will make every reasonable effort to make payments within 25 workdays of the approval of invoice and under a valid contract. Payment will be made only on approval of \_\_\_\_\_.

The payment terms are as follows:

Such payment amounts for work performed must be based on at least equivalent services rendered, and to the extent practical, will be keyed to clearly identifiable stages of progress as reflected in written reports submitted with the invoices. Contractor will not be paid more than the maximum amount of the contract.

## **4.0 TERMINATION**

### **4.1 TERMINATION FOR CAUSE**

State may terminate this Contract for cause based upon the failure of Contractor to comply with the terms and/or conditions of the Contract; provided that the State shall give the Contractor written notice specifying the Contractor's failure. If within thirty (30) days after receipt of such notice, the Contractor shall not have either corrected such failure or, in the case of failure which cannot be corrected in thirty (30) days, begun in good faith to correct said failure and thereafter proceeded diligently to complete such correction, then the State may, at its option, place the Contractor in default and the Contract shall terminate on the date specified in such notice. Failure to perform within the time specified in the solicitation will constitute a default and may cause cancellation of the contract.

Contractor may exercise any rights available to it under Louisiana law to terminate for cause upon the failure of the State to comply with the terms and conditions of this contract provided that the Contractor shall give the State written notice specifying the State agency's failure and a reasonable opportunity for the state to cure the defect.

### **4.2 TERMINATION FOR CONVENIENCE**

State may terminate the Contract at any time without penalty by giving thirty (30) days written notice to the Contractor of such termination or negotiating with the Contractor an effective date. Contractor shall be entitled to payment for deliverables in progress; to the extent work has been performed satisfactorily.

### **4.3 TERMINATION FOR NON-APPROPRIATION OF FUNDS**

The continuation of this contract is contingent upon the appropriation of funds by the legislature to fulfill the requirements of the contract by the legislature. If the legislature fails to appropriate sufficient monies to provide for the continuation of the contract, or if such appropriation is reduced by the veto of the Governor or by any means provided in the appropriations act of Title 39 of the Louisiana Revised Statutes of 1950 to prevent the total appropriation for the year from exceeding revenues for that year, or for any other lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of the contract, the contract shall terminate on the date of the beginning of the first fiscal year for which funds have not been appropriated.

## **5.0 INDEMNIFICATION & LIMITATION OF LIABILITY**

Neither party shall be liable for any delay or failure in performance beyond its control resulting from acts of God or force majeure. The parties shall use reasonable efforts to eliminate or minimize the effect of such events upon performance of their respective duties under Contract.

Contractor shall be fully liable for the actions of its agents, employees, partners or subcontractors and shall fully indemnify and hold harmless the State and its Authorized Users from suits, actions, damages and costs of every name and description relating to personal injury and damage

to real or personal tangible property caused by Contractor, its agents, employees, partners or subcontractors, without limitation; provided, however, that the Contractor shall not indemnify for that portion of any claim, loss or damage arising hereunder due to the negligent act or failure to act of the State.

Contractor will indemnify, defend and hold the State and its Authorized Users harmless, without limitation, from and against any and all damages, expenses (including reasonable attorneys' fees), claims, judgments, liabilities and costs which may be finally assessed against the State in any action for infringement of a United States Letter Patent with respect to the Products furnished, or of any copyright, trademark, trade secret or intellectual property right, provided that the State shall give the Contractor: (i) prompt written notice of any action, claim or threat of infringement suit, or other suit, (ii) the opportunity to take over, settle or defend such action, claim or suit at Contractor's sole expense, and (iii) assistance in the defense of any such action at the expense of Contractor. Where a dispute or claim arises relative to a real or anticipated infringement, the State or its Authorized Users may require Contractor, at its sole expense, to submit such information and documentation, including formal patent attorney opinions, as the Commissioner of Administration shall require.

The Contractor shall not be obligated to indemnify that portion of a claim or dispute based upon: i) Authorized User's unauthorized modification or alteration of a Product; ii) Authorized User's use of the Product in combination with other products not furnished by Contractor; iii) Authorized User's use in other than the specified operating conditions and environment.

In addition to the foregoing, if the use of any item(s) or part(s) thereof shall be enjoined for any reason or if Contractor believes that it may be enjoined, Contractor shall have the right, at its own expense and sole discretion as the Authorized User's exclusive remedy to take action in the following order of precedence: (i) to procure for the State the right to continue using such item(s) or part (s) thereof, as applicable; (ii) to modify the component so that it becomes non-infringing equipment of at least equal quality and performance; or (iii) to replace said item(s) or part(s) thereof, as applicable, with non-infringing components of at least equal quality and performance, or (iv) if none of the foregoing is commercially reasonable, then provide monetary compensation to the State up to the dollar amount of the Contract.

For all other claims against the Contractor where liability is not otherwise set forth in the Contract as being "without limitation", and regardless of the basis on which the claim is made, Contractor's liability for direct damages, shall be the greater of \$100,000, the dollar amount of the Contract, or two (2) times the charges rendered by the Contractor under the Contract. Unless otherwise specifically enumerated herein or in the work order mutually agreed between the parties, neither party shall be liable to the other for special, indirect or consequential damages, including lost data or records (unless the Contractor is required to back-up the data or records as part of the work plan), even if the party has been advised of the possibility of such damages. Neither party shall be liable for lost profits, lost revenue or lost institutional operating savings.

The State and Authorized User may, in addition to other remedies available to them at law or equity and upon notice to the Contractor, retain such monies from amounts due Contractor, or may proceed against the performance and payment bond, if any, as may be necessary to satisfy any claim for damages, penalties, costs and the like asserted by or against them.

## **6.0 CONTRACT CONTROVERSIES**

Any claim or controversy arising out of the contract shall be resolved by the provisions of Louisiana Revised Statute 39:1524-26.

## **7.0 FUND USE**

Contractor agrees not to use contract proceeds to urge any elector to vote for or against any candidate or proposition on an election ballot nor shall such funds be used to lobby for or against any proposition or matter having the effect of law being considered by the Louisiana Legislature or any local governing authority. This provision shall not prevent the normal dissemination of factual information relative to a proposition on any election ballot or a proposition or matter having the effect of law being considered by the Louisiana Legislature or any local governing authority.

## **8.0 ASSIGNMENT**

Contractor shall not assign any interest in this contract by assignment, transfer, or notation, without prior written consent of the State. This provision shall not be construed to prohibit the contractor from assigning to a bank, trust company, or other financial institution any money due or to become due from approved contracts without such prior written consent. Notice of any such assignment or transfer shall be furnished promptly to the State.

## **9.0 RIGHT TO AUDIT**

The State Legislative Auditor, federal auditors and internal auditors of the Division of Administration, or others so designated by the DOA, shall have the option to audit all accounts directly pertaining to the contract for a period of five (5) years from the date of the last payment made under this contract. Records shall be made available during normal working hours for this purpose.

## **10.0 CONTRACT MODIFICATION**

No amendment or variation of the terms of this contract shall be valid unless made in writing, signed by the parties and approved as required by law. No oral understanding or agreement not incorporated in the contract is binding on any of the parties.

## **11.0 CONFIDENTIALITY OF DATA**

All financial, statistical, personal, technical and other data and information relating to the State's operation which are designated confidential by the State and made available to the contractor in order to carry out this contract, or which become available to the contractor in carrying out this contract, shall be protected by the contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State. The identification of all such confidential data and information as well as the State's procedural requirements for protection of such data and information from unauthorized use and disclosure shall be provided by the State in writing to the contractor. If the methods and procedures employed by the contractor for the protection of the contractor's data and information are deemed by the State to be adequate for the protection of the State's confidential information, such methods and procedures may be used, with the written consent of the State, to carry out the intent of this paragraph. The contractor shall not be required under the provisions

of the paragraph to keep confidential any data or information, which is or becomes publicly available, is already rightfully in the contractor's possession, is independently developed by the contractor outside the scope of the contract, or is rightfully obtained from third parties.

## **12.0 SUBCONTRACTORS**

The Contractor may, with prior written permission from the State, enter into subcontracts with third parties for the performance of any part of the Contractor's duties and obligations. In no event shall the existence of a subcontract operate to release or reduce the liability of the Contractor to the State and/or State Agency for any breach in the performance of the Contractor's duties.

## **13.0 NON-DISCRIMINATION CLAUSE FOR CONTRACTORS**

The contractor agrees to abide by the requirements of the following nondiscrimination and equal opportunity provisions of the following laws, as applicable: Section 188 of the Workforce Investment Act of 1998 (WIA), as amended, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity, including Title VI and Title VII of the Civil Rights Act of 1964, as amended; the Equal Employment Opportunity Act of 1972, as amended; the Nontraditional Employment for Women Act of 1991, as amended; Federal Executive Order 11246; Section 504 of the Rehabilitation Act of 1973, as amended; the Vietnam Era Veteran's Readjustment Assistance Act of 1974, as amended; Title IX of the Education Amendments of 1972, as amended; the Age Discrimination Act of 1975, as amended; Americans with Disabilities Act of 1990, as amended; the Fair Housing Act of 1968, as amended, and all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37.

Further, in accordance with the Civil Rights Statutes for the State of Louisiana, the Contractor assures that it will not discriminate in its employment practices and will render services under this contract without regard to race, color, religion, sex, national origin, veteran status political affiliation, or disabilities.

Any act of discrimination committed by Contractor, or failure to comply with these statutory obligations when applicable, shall be grounds for termination of this contract.

## **14.0 INSURANCE**

Insurance shall be placed with insurers with an A.M. Best's rating of no less than A-: VI. This rating requirement shall be waived for Worker's Compensation coverage only.

**Contractor's Insurance:** The Contractor shall not commence work under this contract until he has obtained all insurance required herein. Certificates of Insurance, fully executed by officers of the Insurance Company written or countersigned by an authorized Louisiana state agency, shall be filed with the State of Louisiana for approval. The Contractor shall not allow any sub-contractor to commence work on his subcontract until all similar insurance required for the subcontractor has been obtained and approved. If so requested, the Contractor shall also submit copies of insurance policies for inspection and approval of the State of Louisiana before work is commenced. Said policies shall not hereafter be canceled, permitted to expire, or be changed without thirty (30) days notice in advance to



the State of Louisiana and consented to by the State of Louisiana in writing and the policies shall so provide.

**Compensation Insurance:** Before any work is commenced, the Contractor shall maintain during the life of the contract, Workers' Compensation Insurance for all of the Contractor's employees employed at the site of the project. In case any work is sublet, the Contractor shall require the subcontractor similarly to provide Workers' Compensation Insurance for all the latter's employees, unless such employees are covered by the protection afforded by the Contractor. In case any class of employees engaged in work under the contract at the site of the project is not protected under the Workers' Compensation Statute, the Contractor shall provide for any such employees, and shall further provide or cause any and all subcontractors to provide Employer's Liability Insurance for the protection of such employees not protected by the Workers' Compensation Statute.

**Commercial General Liability Insurance:** The Contractor shall maintain during the life of the contract such Commercial General Liability Insurance which shall protect him, the State, and any subcontractor during the performance of work covered by the contract from claims or damages for personal injury, including accidental death, as well as for claims for property damages, which may arise from operations under the contract, whether such operations be by himself or by a subcontractor, or by anyone directly or indirectly employed by either or them, or in such a manner as to impose liability to the State. Such insurance shall name the State as additional insured for claims arising from or as the result of the operations of the Contractor or his subcontractors. In the absence of specific regulations, the amount of coverage shall be as follows: Commercial General Liability Insurance, including bodily injury, property damage and contractual liability, with combined single limits of \$1,000,000.

**Insurance Covering Special Hazards:** Special hazards as determined by the State shall be covered by rider or riders in the Commercial General Liability Insurance Policy or policies herein elsewhere required to be furnished by the Contractor, or by separate policies of insurance in the amounts as defined in any Special Conditions of the contract included therewith.

**Licensed and Non-Licensed Motor Vehicles:** The Contractor shall maintain during the life of the contract, Automobile Liability Insurance in an amount not less than combined single limits of \$1,000,000 per occurrence for bodily injury/property damage. Such insurance shall cover the use of any non-licensed motor vehicles engaged in operations within the terms of the contract on the site of the work to be performed there under, unless such coverage is included in insurance elsewhere specified.

**Subcontractor's Insurance:** The Contractor shall require that any and all subcontractors, which are not protected under the Contractor's own insurance policies, take and maintain insurance of the same nature and in the same amounts as required of the Contractor.

#### **15.0 CODE OF ETHICS**

The contractor acknowledges that Chapter 15 of Title 42 of the Louisiana Revised Statutes (R.S. 42:1101 et. seq., Code of Governmental Ethics) applies to the Contracting Party in the Performance of services called for in this contract. The contractor agrees to immediately notify the state if potential violations of the Code of Governmental Ethics arise at any time during the term of this contract.

#### **16.0 ENTIRE AGREEMENT**

This is the complete Contract between the parties with respect to the subject matter and all prior discussions and negotiations are merged into this contract. This Contract is entered into with neither

party relying on any statement or representation made by the other party not embodied in this Contract and there are no other agreements or understandings changing or modifying the terms. This Contract shall become effective upon final statutory approval.

**17.0 ORDER OF PRECEDENCE**

In the event of any inconsistent or incompatible provisions, this signed agreement (excluding the RFP and Contractor's proposal) shall take precedence, followed by the provisions of the RFP, and then by the terms of the Contractor's proposal.

THUS DONE AND SIGNED on the date(s) noted below:

STATE OF LOUISIANA  
LOUISIANA WORKFORCE COMMISSION

_____	_____
DATE	TIA EDWARDS                      DATE
	DEPUTY EXECUTIVE DIRECTOR



# Strategic Communications Plan

2008 to 2009

[www.laworks.net](http://www.laworks.net)



## Louisiana Workforce Commission Strategic Communications Plan – 2008-09

The Louisiana Workforce Commission is leading comprehensive reform of workforce development in Louisiana. This undertaking will include the coordination of services offered by a variety of state entities including Louisiana Economic Development, Department of Education, Louisiana Community and Technical College System, Department of Social Services, Department of Corrections and others.

Year One will focus on the front end systems, building partnerships with other agencies and private entities and establishing the credentials of the team to accomplish the ambitious goals established by the governor and business community. The Commission also must engage business and industry in developing and implementing solutions to the state's workforce crisis in Year One.

Year Two will see front end efforts continue while the Commission implements massive service integration to provide true one-stop-shopping for businesses and individuals. This second year will see the relocation of programs and reallocation of assets to further streamline the process.

The following communications plan outlines how we will engage the business community and key stakeholders around the state and how we will reach out to and recruit people for high demand jobs and careers and the training they need to succeed.

This is a fluid document which will be updated and revised with input from stakeholders and partners. This reflects the new vision of the Commission which is to be an indispensable provider of workforce solutions for the state.

### Campaign One – Engagement Campaign

#### Goals

Introduce and build equity for the new Louisiana Workforce Commission (formerly the Louisiana Department of Labor) to help develop the partnerships and workforce supply needed to solve Louisiana's workforce crisis.

#### Objectives

- Reposition the department as a solution provider for workforce development
  - For business
  - For individuals
  - For economic development
- Quickly build credibility for the new positioning by engaging stakeholders
- Build support for the internal reorganization of the department among employees
- Facilitate seamless message integration between the participating departments
  - Economic Development
  - Department of Education
  - Department of Social Services
  - Louisiana Community and Technical College System (LCTCS)
  - Department of Corrections

## Targeting

- General Business
- Business as represented by associations
- Louisiana Association of Business and Industry (LABI)
- Chambers of Commerce
- Organized Labor
- Non-profits serving the unemployed/underemployed
- State Senators and Representatives
- Local Political Leadership
  - Mayors
  - Police Juries
  - Parish Presidents
- Public
- Media

## Marketing Strategy

As a major initiative of the Jindal administration and the focus of the recent legislative session, the Louisiana Workforce Commission has garnered attention from business groups, labor forces, political leaders as well as local and regional media. The changes that were proposed and which are being implemented give us the tools to do something very special in Louisiana. The momentum created by the discussion has put us in a spotlight we must take advantage of.

Our strategy calls for getting out of the gate very quickly, to fully engage Louisiana businesses and individuals in our effort to build a true culture of workforce development across the state. This engagement process will consist of face to face meetings with stakeholders in July and August, seeking input and ideas, and then quickly coming back with solutions and an action plan.

Supporting the engagement process will be a public relations campaign that introduces and positions the Commission, while also creating legitimacy and relevance for the Commission and its mission.

We start by preaching among the choir. This means building a common vision across all state departments about what the goal is and what our process will look like.

## Tactical Overview

### Employee Presentation

Presentations will continue to be made to department employees on the upcoming programs that will be put in place as part of the transition to the Louisiana Workforce Commission. The goal of these presentations is to build excitement and enthusiasm for the new role of the Commission and to educate employees about their part in the process.

During the presentations, we will introduce the aggressive plans for public engagement that are included in this brief.

### Meetings with Key State Agencies

As we prepare to take our message to the public, it is vital to coordinate messages and efforts with our partner agencies/departments. This plan is being introduced for input and feedback on improvements. We will continue to solicit their involvement and support, including their participation in the eight regional workforce development summits to be held in the fall of 2008.

#### Employee Newsletters

Articles will be written for dissemination in existing department and agency newsletters. This will be a follow-up to our presentations for those who may not have attended. The articles will inform readers of the new spirit of cooperation between departments in the effort to develop a true workforce development system in Louisiana. Each of the department heads will be quoted supporting the initiative and calling for the support of their individual staffs.

Follow up articles will be developed as our plan unfolds to show progress, report on milestones and build credibility for the process and the goals we strive for.

#### Web Sites

The Louisiana Workforce Commission site is currently being completely reworked to reflect the new responsibilities and capabilities of the organization. This will provide a comprehensive resource for businesses seeking information and workers, workers seeking training and jobs, as well as companies that might be considering a move into Louisiana. The details of this site overhaul will be included in a separate plan.

Copy will be written for each of our partner agency web sites talking about their involvement in the workforce development process. Each site will talk specifically to their individual audiences but will stress a common goal and the spirit of cooperation that is taking hold. Each of these will then direct readers interested in learning more to go to the Workforce Commission's web site.

#### Logo

A new logo will be developed for the Louisiana Workforce Commission. This logo will provide a visual reference to the new role of the commission in driving workforce development in Louisiana.

#### Graphic Standards/Paper Systems/Communications Tools

New graphic standards associated with the name/logo change will be incorporated into the Commission's paper systems, signage, vehicles, badges and other communication tools. Templates will be created when possible for recurring items that can be brought in-house for future use. A document will be created that details the graphic standards to be used in these areas.

An interim logo using the state seal will be used until the Commission's permanent logo and graphic standards are developed and introduced in conjunction with a series of workforce summits in September and October.

#### Chamber/Business Engagement Meetings

A series of meetings will be scheduled in July to introduce the upcoming Summit meetings and to fully engage businesses in our upcoming enterprise. Invitations will be sent to Chambers across the state inviting them to a regional meeting. The meeting will last approximately one hour and will introduce and explain the changes taking place in the Department of Labor/Workforce Commission. We will also ask for their help in nominating business leaders from their region to participate in the upcoming

October/November Summits. These meetings will be coordinated with press events scheduled across the state.

#### Chamber Meeting Agenda/Schedule (when press conferences held)

10:00 Introductions/Welcome

10:15 Overview of the Louisiana Workforce Commission

- New responsibilities
- Partner agencies
- One-stop-shopping concept
- Need for businesses to buy in and participate
- Introduction of upcoming Summit series
- Overview of program
- Need for Chamber assistance
- Outline of assistance needed

10:40 Roundtable discussion

- Issues facing workforce development
- Ideas for upcoming Summit

10:50 Solicitation of participants for the Summit

11:00 Press Conference (Houma, Monroe, Lake Charles, Alexandria, Baton Rouge, New Orleans)

12:00 Adjourn

#### Media Visits

Immediately following the press conference, the Louisiana Workforce Commission will visit media in the market to introduce the Commission to business and economic reporters who will be covering our efforts and their effects.

This will include a combination of formal editorial board meetings, radio show appearances, meetings with television reporters as well as informal meetings with business reporters to brief them on the new Commission and what to look for in the near future.

Our key message is that the Louisiana Workforce Commission and the partner agencies are already at work building the systems needed to forecast workforce needs and fill them.

Secondary messages will include the fact that we are already mobilizing stakeholders (such as the Chambers) to carry out the vision set forth by Governor Jindal and that we will be hosting a series of forecasting summits in the fall to fully engage them.

Prior to the commencement of our media events, talking points will be generated and distributed to personnel within the Workforce Commission to ensure all are on message as we begin our efforts.

We will coordinate throughout with the communications professionals in each of the partner agencies on the upcoming tour, their roles in the coming month's PR efforts and to develop talking points with them for their secretaries and key team leaders.

#### Follow up coordination meetings

Following our initial chamber meetings and media tour, we will meet with the communications staffs of each of the partner agencies to discuss our message calendar for the remainder of the year and to discuss how each of the agencies will coordinate efforts during our upcoming Workforce Development Summits.

#### Workforce Summits

The Louisiana Workforce Commission will be formally introduced to the business community during the summer and fall of 2008. If we are to gain credibility for our efforts, we must show progress quickly. We must also show that we are listening to business, to labor and to the people we serve. This will be done through the Workforce Development Summits.

Two workforce summits will be held to hear from the business community about their workforce needs and to take responsibility for leading the development and delivery of solutions to those needs.

The current system being used by the Occupational Forecasting Conference is being improved to assess future needs looking one, two, several years out. Anticipating these needs will require a detailed conversation with business about where the Louisiana economy is heading and where we can take advantage of infrastructure, people and prevailing economic forces.

The Workforce Summits will act as a supplement to the traditional Forecasting Conference and a quick start to the forecasting conferences of the future.

#### Summit Locations

October 22: Southern Summit in Lafayette for the following regions: Southwest, Acadiana, Capital, Southeast and Bayou.

November 5 Northern Summit in Monroe for the following regions: Northwest, Northeast and Central.

#### Press Room/PR

A press room will be set aside for interviews and for media to use as a staging area during the meetings. Media kits will be developed and disseminated that detail the day's events, speaker's bios, goals of the program and expectations. We will also make key speakers available for interviews and photographs.

#### Scribe/Action Memo

We will also have a scribe assigned at each meeting to take notes on areas of discussion. Of specific importance will be the commitments made by our Workforce Development Team and by business leaders. Following the event, these notes will be crafted into an "action memo" and sent to all participants. This will ensure accountability for those items committed to in the meetings.

#### Ongoing Public Relations

Press releases will be sent to local and regional media outlets announcing the work being done by the Workforce Commission. The release will clearly explain the charge given the Commission by the



Legislature and outline how the Commission is already working to accomplish the goal of developing a comprehensive workforce development system in Louisiana.

Subsequent releases will be sent announcing key milestones, hires and events taking place around the state.

- Workforce development summits
- New Forecasting Conference
- Statewide meetings
- Collaborations with educational and economic development entities

When possible, releases will include staff quotes from collaborating agencies to foster the positioning of a united front among Economic Development, Department of Education, Department of Social Services, etc.

#### Speakers Bureau

A speaker's bureau will be developed and talking points provided to legislators, economic development professionals and local political leaders to prepare them for speaking to their constituents. Each of these individuals can use this information to position themselves as an active player in the creation of jobs, workforce training and economic development. By allowing everyone to take credit, we hope to create ambassadors for the program who will sing its praises, help get the word out and support future financing efforts.

When asked, we will help to schedule interested parties as speakers at luncheons, Chamber of Commerce events, economic development events, rotary luncheons and more.

### Campaign Two – Recruitment Campaign

#### Goal

Recruit participants for the training programs offered through the Workforce Commission while showing momentum for the program.

#### Objectives

- Inform key targets about the job and career opportunities available through programs offered by the Louisiana Workforce Commission and participating entities
- Enroll students in the training programs at a rate to be determined
- Continue to inform the general public and stakeholders about progress implementing workforce development reform and its effect on economic development in Louisiana

#### Targeting

- Unemployed and underemployed workers in Louisiana
- High school students who may be considering entering the workforce instead of college

- Employers

### Marketing Strategy

Within 90 days of the regional workforce development summits, a second communications blitz will be initiated targeting individuals who may be unemployed, underemployed or looking for new opportunities.

The Commission will announce training programs that are currently available or which are being developed as a response to the needs voiced during the summits. We will then launch our first trainee recruitment campaign. The majority of this effort will focus on the use of a network of community, faith-based and other non-profit organizations to identify and recruit candidates. A multi-media blitz will also be undertaken to support the recruitment by the local network as well as to actually recruit men and women within Louisiana who may be looking for a career rather than just a job.

The placement of graduates from our training programs will be continually announced in order to show momentum and progress in our efforts. These placements will be shown to be a direct result of businesses expressing their needs to the new Workforce Commission.

The Commission will also announce other milestones that are achieved which help the Commission meet the needs of business. This will include announcements regarding the integration of services through the Workforce Commission. This may involve joint announcements with partner agencies such as LED, DOE, DSS, LCTCS, DSS and DOC.

### Tactical Overview

#### Outreach to non-profits and faith-based organizations

The Commission will contract with local networking organizations to mount a major engagement of non-profits and faith-based organizations that provide services to the underemployed and unemployed.

Information on the program will be developed and provided to the networking organizations for use in their solicitation efforts. The goal of the outreach program will be to tap into the estimated 750,000 people who are not currently working but who, with proper recruitment and training, could be brought into the workforce.

This effort will be closely coordinated with our Business and Career Solutions Centers scattered throughout the state. These centers will receive a list from the networking organizations of the contacts made in their specific areas and the opportunities that were uncovered to recruit trainees. The Solutions Centers will then track the recruits to monitor success rates in training and placement.

#### Outreach to Major Employers

The Louisiana Workforce Commission will form project teams that deliver services to the state's larger employers (potentially the 15% with more than 20 employees each). These teams will play a major role in establishing the relevancy of the commission and the credibility with businesses that is needed to meet its new and expanded mission.

These teams will proactively reach out to larger businesses to find out about current workforce needs and to connect them to all of the resources available to address those needs today. They will also work with those businesses to confront their developing and future workforce needs, write a plan to address them and plug them into the appropriate training and recruitment services, whether they reside within the Workforce Commission, other agencies or the private sector.

The teams will each serve as a primary point of contact for the companies they contact. It is imperative that they be seen as the workforce solution providers, offering turnkey solutions that result in a well-trained workforce of people who are ready to work.

Each team will consist of an industry expert, a human resources expert, a training/curriculum expert and other staff as needed. As a part of this program, we will develop materials for use by major employers when confronted with an applicant who is not qualified for work but, who with proper training, could become a contributing member of the workforce.

#### Web update

As soon as the web site is completed, we will develop an online registration process to match people with available programs. We will also publicize our 60 Business and Career Solutions Centers as places people can be assessed for skills training and career paths, get information and enroll in training programs – even those provided by other agencies, such as LCTCS. We also must publicize them (and our web site) as places where businesses can go to express their needs and find workers.

#### Media Campaign

A mass media campaign will be run to support the efforts of the non-profits in locating and recruiting the underemployed and unemployed throughout the state. This campaign will be tightly targeted to the working poor and other sectors of the state where unemployment is still high due to a lack of training or other barriers that prevent long-term employment.

Radio – Radio will be used as our primary media in reaching this target. Stations will be selected based on their ability to reach our target demo and their willingness to work with us in providing value added opportunities in addition to our paid media schedule.

Thirty-second spots will be recorded that speak to the opportunities available through the Louisiana Workforce Commission and the one-stop-shopping that the Commission now provides in regard to training, childcare and transportation assistance as well as job placement assistance.

These spots will be written to speak to those that may be disillusioned with the prospects of gainful employment or who feel they do not possess the job skills necessary to enter the workforce. Key to our message will be the fact that we are offering a career path rather than just a job and that we will stay with them as a resource once they make their first call into the system.

In addition to thirty-second spots, we will provide stations with content for their DJs to convey to their audiences about the training programs in place and the tremendous opportunities that are out there for people looking to enter the workforce.

Special announcements can be provided to the stations in conjunction with events held by other entities, such as community and faith-based organizations, that also are trying to engage the labor pool.

Transit Advertising – Transit advertising will provide visual reinforcement for our program in key metropolitan areas such as New Orleans and Baton Rouge. Bus signs, benches and shelters will be included in our media plan in conjunction with radio to reinforce our message and provide contact information into our system.

Outdoor – Outdoor will also be used in those geographic areas where the trainee pool is greatest. These boards will directly talk about the training available and the direct link to jobs and a career that the programs provide. Outdoor allows us to specifically target geographic locations within a city where unemployment is greatest and where we feel we have the best shot at getting response.

#### Brochures

Brochures will be produced for placement in our one-stop Business and Career Solutions Centers and for use in outreach programs. These brochures will be targeted to the unemployed, underemployed and to those who are seeking a better career through further training.

#### Distribution through public school systems

Information will be distributed to public school students and their parents about the Louisiana Workforce Commission and the opportunities that are present for those considering not going to college. This information should be distributed to 10<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup> graders at the beginning and end of the school year.

This information will be updated each time to convey the current employment situation in the region and state and training (such as dual enrollment) scheduled over the next six months.

#### Public Relations

A second PR push will be undertaken at this time. Articles will be written and reporters contacted for coverage of the training available to anyone who is interested in starting or changing a career. A press conference will be held before any major effort to help jump start the campaign. When possible, we can work with the local communities and major employers to include them in our messages. This will give local community and political leaders a sense of ownership in the program.

#### Specific Business Support Advertising

At the discretion of the Commission, specific campaigns may be developed to recruit individuals for targeted training programs. An example of this might be a direct response campaign in south Louisiana targeted to young men and designed to immediately fill work boat crew positions. This could be supported with both radio and newspaper (classified) advertising. These will be planned and implemented on a case by case basis to quickly react to emerging needs of business.

These campaigns will be direct response in that they will clearly feature a phone number to call. Results will be tracked on a weekly basis to determine effectiveness and the campaign will be terminated once the quota of applicants is reached.

## Campaign Three – Solutions Campaign

### Goal

Generate continued engagement with the Louisiana Workforce Commission.

### Objectives

- Build excitement following the Workforce Summit Series and set aggressive expectations among the target
- Build awareness among the target audience for specific milestones reached during the first year of existence
- Position the program as a true partnership between education and businesses
- Extend credit to our partners at LED, DOE, DSS, LCTCS and DOC
- Build equity among stakeholders, business leaders that results in cohesion within the new workforce development system, making effective reforms sustainable.

### Targeting

- Business Leaders
- Education Leaders
- Political Leaders
- General Public
- Media

### Marketing Strategy

Following the Workforce Summit Series, we will begin an ongoing dialog with businesses, stakeholders and with our political partners to show our quick successes and to foster continued support.

Our strategy calls for a phased approach to communications over the coming 18 months.

- Phase One will provide a simple recap of our Summit Series and outline the promises made by the Workforce Commission, our partner agencies and the business community.
- Phase Two will introduce success stories statewide, fully engaging the general public and opinion leaders in what we are doing and how they can access the system.
- Phase Three will continue to update business and the public on milestones and achievements.

Each phase of our communications strategy will be carried out through different tactics that have different media weights associated with them.

### Phase One – Recap and Commitments

Beginning in November of 2008 and extending through January of 2009 we will begin a limited statewide advertising campaign to reach business leaders and stakeholders. Key to this phase will be capturing the excitement and productivity of the recent Summit Series and the work to be done. Advertisements will also convey the various roles that the Workforce Commission, our partner agencies and businesses will play moving forward.

In January, after the campaign has begun to take hold, we will begin a period of intense dialog with key business stakeholders and local opinion leaders.

Print – Publications targeting businesses, especially those who attended the Summits, will be run statewide beginning in November and running through January of '09. Half page ads will detail the progress made in the Summits and the specific tasks ahead. Where possible, content will be regionalized to hit specific points brought up in each Summit. One example of this will be the housing crunch in Terrebonne Parish and how that has impacted the ability of major employers to bring in workers.

Radio – A radio flight will support the print by reinforcing the key points and will drive listeners to the Workforce Commission website for detailed information on each summit and the tasks associated with achieving the goals set forth.

E-Blasts – Email blasts will also be sent out to summit participants and any other interested parties updating them on the Summit progress and the processes underway to immediately get the program rolling.

As with the website, our e-blasts will include information on how the Department of Education and the Louisiana Community and Technical College System are working to adjust curriculum and secure funding to meet the needs identified in the Summits.

Powerbroker Meetings – Beginning in January of 2009, we will begin an informal series of meetings statewide with business leaders, opinion leaders and other stakeholders. The purpose of these meetings will be to update the individuals on the progress being made by the Workforce Commission and the need to address gaps identified during the reform implementation to affect positive change.

### Phase Two – Progress and Milestones

This step is critical from a change management perspective. Without clearly demonstrating results from the earlier engagement of business and industry and from the recruitment of people who are not fully engaged in the workforce, the Commission will face additional barriers of apathy and lack of credibility in solving the workforce crisis in the years ahead.

In February of 2009, as we have some major successes under way, a comprehensive multi-media campaign will be launched statewide to quickly build top-of-mind awareness among businesses, key stakeholders and the public for the progress being made by the Louisiana Workforce Commission. A series of testimonials will be put together that speak directly to the benefits Louisiana businesses and residents are seeing from our program. The general message will be “how the program works for me.”

Television -- Television will act as our primary media due to its ability to quickly communicate a complex idea and for its reach and frequency against the target. Several spots will be produced showing businesses who found employees and individuals who found training and jobs. These spots will show the specific benefits to the people of our state in simple and emotional terms. The spots will have a call to action driving people to the Workforce Commission website to find out more or to seek training/employment/employees.

Print -- Print will reinforce our television but with a less emotional/more numbers oriented approach. Large space ads will be produced that feature a testimonial but which go further into the specific numbers of people who have passed through the program and been placed. Key milestones will be related in our copy and people will be invited to visit the website for further details or to take advantage of the program.

Print will also be used to announce key economic development wins that have taken place with the help of workforce development. This may include the acquisition of new plants or businesses by Louisiana Economic Development or the expansion of local companies who used our training programs to address workforce needs.

When appropriate, our ads will contain statewide accomplishments as well as region-specific highlights. The goal is to show how the new Workforce Commission is helping the local economy and improving the quality of life for all. We will also strive to include information on how we are meeting the specific desires expressed at the Summits to show our responsiveness to the needs of business.

Association Newsletter – Newsletters across the state will be identified and used to get our message out to businesses and economic development leaders. Newsletters such as those published by LABI and area chambers of commerce offer a very inexpensive way to directly touch those most influential in the business community. These will include both traditional (paper) and electronic newsletters. When possible, we will also submit editorial for inclusion that can address the comprehensive changes taking place in the marketplace and the successes that the Workforce Commission is experiencing.

Radio -- Radio will also be used to support the campaign. As with our television efforts, the radio will focus on testimonials from businesses who have found workers and workers who have found training and employment. These will be thirty-second spots with a tag directing listeners to the website for more information.

Outdoor -- 14 x 48 bulletins will be purchased in each of the eight regions and posted with a general message of accomplishment and success that relates back to our television, print and radio efforts. These boards will be placed along key commuter routes into business districts in order to hit our primary target of business leaders.

Report to Stakeholders -- We also recommend a “report to stakeholder” series be put together targeting the employer community. These newsletters will feature a combination of status reports, testimonials from employers and trainees, a schedule of future events and an overview of where the program is headed.

Acting as an abbreviated annual report, the piece will recap the creation of the Louisiana Workforce Commission, our business meetings and Summits, and the milestones of achievement that have taken place since then. Each of our partner agencies will be featured, showing the collaborative effort

underway. These pieces will also be sent to the education community along with those involved in economic development activities around the country that could have an impact on Louisiana.

HTML Email Blasts – Supporting the periodic Report to Stakeholders will be an ongoing series of HTML emails that offer immediate news on workforce development, progress in the integration of services and the increasing availability of one-stop-shopping for both businesses and individuals.

These HTML emails will also include an interactive survey tool designed to provide immediate feedback from our stakeholders about how we are doing and how we can improve our service to the business community.

These emails can also include a section for local political leaders to add content relative to their specific areas. This will help to ensure local political and business leaders buy into the program and feel it is working directly for them.

Legislative Report Memos -- Reports to the legislature showing our progress will be important. One page reports can be produced and sent quarterly to legislators and their staffs, local mayors and police juries and our legislative delegation in Washington, D.C.

These reports will include the number of jobs currently open in the state, number of people currently in training, basic information on the types of training being received and how to get more information.

Public Relations – A second series of editorial boards will be scheduled in all markets. Our goal will be to report back to those we met with during our initial business engagement effort on the progress we've made, the numbers produced by the Workforce Summit Series and the work yet to be done. Region-specific statistics will be provided on unemployment, trainee recruitment, the amount of workers currently in training and the anticipated delivery dates for workforce trainees into the region. Local talk radio program appearances can also be booked for Commission staff to take questions providing an opportunity for two-way communication with stakeholders and opinion leaders.

Just prior to the spring 2009 Legislative Session, our statewide campaign will focus more on Baton Rouge, where it will be recast to better serve the specific policy needs of government and legislative officials.

Television -- Two thirty-second spots will be rotated into the mix in Baton Rouge talking about the progress being made, what's coming in the way of one-stop-shopping through our website and B & C centers, as well as the tremendous economic development opportunities that lie ahead for Louisiana. We will also speak to the anticipated numbers of jobs needing to be filled over the coming years and the important work that lies ahead for the Commission and our partner agencies. Each spot will feature the web address on screen for those seeking additional information.

Key message – Tremendous success so far. But a LOT left to be done.

Print – Print ads will run in the Baton Rouge area that post specific numbers of the successes achieved in the short time since the inception of the Workforce Commission. Included will be:

- Numbers of meetings held with businesses
- Numbers of people that the Workforce Commission has touched in the process
- Numbers of jobs being posted



- Numbers of people entering training
- Numbers of jobs being filled
- Numbers of anticipated jobs needing employees over the next five years.

Outdoor -- Our 14 x 48 Bulletin will be reposted with the new message about the work left to do and the opportunities ahead. Additional boards may be contracted to increase both reach and frequency.

Website – The website will be updated at this time with a message of accomplishment tempered with a glimpse at the amount of work still to be done. We will do this by discussing the amount of anticipated jobs needing to be filled over the coming years in Louisiana and the important work that needs to be done to ensure a well trained workforce is ready to meet the need.

Report to Legislators -- Legislators will arrive at their desks to find a brief report on progress to date and the data collected during the Summits regarding anticipated employment needs over the coming years. This data will be broken out by region and by category so that specific legislators can see what is possible in their region if the Commission runs at top capacity.

### Phase Three – Continuing Dialog

Through the remainder of the year, we will continue to update our key stakeholders through limited print statewide providing testimonials combined with updated regional statistics on training, employment and needs.

Print – Follow up efforts will consist mainly of print in business publications with limited newspaper. Large format ads will take the form of “reports to the business community” on the progress being made and the forecasts for future labor needs.

Envelopes and Bill Stuffers – The Louisiana Workforce Commission currently mails hundreds of thousands of pieces of mail annually. Each of these provides an opportunity to deliver important messaging. Using the current mailing system, messages can be printed on the outside of envelopes that offer a quick fact then drive recipients to our website for further information.

In addition, bill stuffers can be inserted into these envelopes when more comprehensive messages are needed. These will relate to key successes achieved, workers trained, solicitations for businesses to stay or get engaged, etc.

Public Relations – Releases will continue to be sent when warranted to announce milestones, key wins and efforts being coordinated with our partner agencies. Of specific interest will be coordination with Louisiana Economic Development to announce companies coming to Louisiana or local expansions that will require new workers to be trained and placed.

## Campaign Four: Come Home Campaign

### Goal

Recruit out-of-state workers to move to Louisiana to participate in the workforce development process or, if they are already trained, to immediately fill available positions.

### Objectives

- Institute regional campaigns to recruit talent for specific workforce needs which the domestic workforce cannot meet
- Make individuals aware of the job opportunities available in Louisiana
- Sell the lifestyle of Louisiana as a positive change
- Position Louisiana as an economic development engine that has opportunity for businesses and workers

### Target

- Primary – People who are already skilled and ready to work but who have not found jobs in their current location or who may be looking for a change in location or lifestyle
- Secondary– People who are currently in training in other markets but who do not currently have jobs lined up post-graduation
- Tertiary – Workers who may be unemployed or underemployed and who are attracted to the prospect of training and employment in a new location

### Geography

Yet to be determined, these campaigns will most likely take place in areas of high unemployment or where there is a specific type of needed worker available in abundance.

### Marketing Strategy

Once the Workforce Commission determines more precisely where our workforce is insufficient to meet the demand in Louisiana, we will move the recruitment campaign out of state, focusing on areas of the U.S. that are experiencing high unemployment of the appropriately skilled workers and which might be ripe for recruitment efforts.

Regional campaigns can then be developed to target the specific workforce need. These regional campaigns will include a combination of the following elements:

- Working with local non-profits and faith-based entities in the markets to identify the underemployed and unemployed that might fit into our training/recruitment program
- Mass media campaigns targeting a specific workforce niche who may already be working or who may possess the skills needed to come on board with limited or no additional training

- A “come home to Louisiana” campaign targeting people, including Louisiana expatriates, who may be interested in making Louisiana their home.

#### Tactical Overview

#### Outreach to non-profits and faith-based organizations targeting blue-collar workers

##### Contracting for Outreach

Similar to our in-state outreach programs, the Commission will contract with local networking organizations in the targeted markets to mount a major engagement of non-profits and faith-based organizations that provide services to the underemployed and unemployed.

Information on the workforce development program and the opportunities available in Louisiana will be developed and provided to the networking organizations for use in their solicitation efforts. Interested parties can be directed either to the website or to a toll-free number for more information and to enroll in the program.

##### Recruitment Events

The out-of-market campaigns will include an on-the-ground element where interested people can come to learn about the job opportunities available in Louisiana and to get a comfort level with the lifestyle we offer.

These events should feature individuals from the Workforce Commission, major employers as well as the technical college system.

Materials will be developed for distribution to interested workers. This material will also be used in efforts targeting legislators, businesses and stakeholders (discussed later). Included in these kits will be a simple two pocket folder with five inserts covering employment opportunity statistics, training opportunities, information on the Louisiana lifestyle, information on how to enroll in the program and an enrollment form.

##### Meetings with Out of State Community Colleges and Universities

Meetings should be held with educational entities that are turning out the types of workers we are looking for. We will work with their job placement department to make them aware of the opportunities in Louisiana and provide them with materials that they can give to students.

These relationships should be maintained well beyond any limited advertising campaign as they can be a constant source of workers well into the future.

#### Media campaign targeting niche-specific employee prospects targeting white-collar and technical employees

##### Trade Publications

Niche trade publications will be used to reach people with specific experience (i.e. Nurses) who might be interested in a change of venue or the greater financial opportunities available in Louisiana. These

publications could be regional or national in nature as long as they are specific to the types of jobs we are recruiting for.

#### Television

Television will be used in markets where the cost-per-point levels allow us to run a meaningful schedule and where we have the need to reach a broad spectrum of potential workers. Spots will be direct and discuss the economic opportunities available in Louisiana and the wonderful lifestyle available here. We may elect to borrow some video from Louisiana Office of Tourism or other agencies as we will need to sell the life as well as the career.

A call to action will be included. This may be to register for a job training recruitment event to be held in the area or it may simply direct people to a website or toll-free number to register for information and to be contacted by a workforce recruiter.

#### Radio

Where television is not affordable, we will use radio as our primary medium. These spots will mirror our television concept of combining economic and lifestyle messages along with a call to action.

#### Print

Print ads will be placed in the classifieds in daily papers. These ads do not have to be exceptionally large but they will need to catch the attention of readers. The ads will hit the highlights of the workforce development program, the availability of new jobs and careers in Louisiana and the wonderful lifestyle that living in Louisiana can provide.

#### Outdoor

Outdoor can be targeted in areas of high unemployment/underemployment. These boards will drive people to our web site or to call for information or to attend a recruitment event to be held in the area.

#### Recruitment Events

The out-of-market campaigns will include an on-the-ground element where interested people can come to learn about the job opportunities available in Louisiana and to get a comfort level with the lifestyle we offer.

These events should feature individuals from the Workforce Commission, major employers as well as the technical college system.

Materials will be developed for distribution to interested workers. These kits will follow the same format as those previously listed including employment opportunity statistics, training opportunities, information on the Louisiana lifestyle, and information on how to enroll in the program along with an enrollment form.

#### Meetings with Out of State Community Colleges and Universities

Meetings should be held with educational entities that are turning out the types of workers we are looking for. We will work with their job placement department to make them aware of the opportunities in Louisiana and provide them with materials that they can give to students.

These relationships should be maintained well beyond any limited advertising campaign as they can be a constant source of workers well into the future.

“Come Home to Louisiana” campaign targeting white collar and technical employees

Option three will see the Louisiana Workforce Commission target people, including Louisiana expatriates, who might be encouraged to make Louisiana their home and who possess the skills needed to begin work immediately.

#### Interactive Marketing

The web will play a major role in the targeting of expatriates back to Louisiana. We will place banner ads on Louisiana news-related sites such as 2theavocate.com, dailyreport.com and nola.com. Many expatriates keep up with news back home through these and other sites. Banner advertisements along with editorial content will send a message of economic opportunity and a chance to return to friends and family.

The Louisiana Workforce Commission will also reach out to Louisiana companies whose websites have a high degree of expatriate traffic. Sites such as those run by Community Coffee, Zapp’s Potato Chips and Zataran’s will be used to carry advertisements offering a return home to those who may have left but who miss Louisiana. How we use these sites will vary depending on how they work. Some may offer web banners for sale while others may only offer links and editorial coverage.

Sites to be considered include:

- Local area chamber sites
- Louisiana Economic Development Site
- Louisiana Office of Tourism
- Newspaper sites including the Times Picayune, The Advocate, The Advertiser, Lake Charles American Press, Alexandria Daily Town Talk, Shreveport Times, Monroe News Star
- NOLA.com
- Tabasco
- Community Coffee
- Zapp’s Potato Chips
- Zataran’s